

Strategic Plan

2017-20



Student Information Systems & Technology

UC SANTA BARBARA

Executive Summary

Student Information Systems & Technology (SIS&T) provides information systems, communication solutions, and services to the Student Affairs division, the Graduate Division, and certain academic departments. SIS&T's success is built upon an enduring commitment to serve.

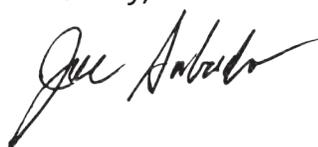


JOE SABADO,
Executive Director for
Student Information
Systems & Technology

In 2016-17, the department began a deep exploration of its strengths and values, which helped inform a new path forward. Exercises with internal staff included a StrengthsQuest analysis to highlight individual team members' skills, as well as a SWOT analysis to assess the department's Strengths, Weaknesses, Opportunities, and Threats. SIS&T also conducted Appreciative Inquiry interviews with external partners and customers to confirm its internal findings and to learn about the upcoming needs of those it serves. A small team of SIS&T staff further analyzed these data and began drafting a strategic plan that positions the department for success beyond 2020.

The **Vision, Mission, Guiding Principles,** and **Themes** described in this strategic plan reflect the evolving culture of our organization and will long guide SIS&T in providing effective, reliable, and resilient service in an ever-changing technological landscape. Please share your feedback with me at joesabado@ucsb.edu.

Sincerely,

A handwritten signature in black ink that reads "Joe Sabado". The signature is fluid and cursive, written over a white background.

Meet Our Team

Executive Sponsor | Margaret Klawunn

Executive Director | Joe Sabado

Project Managers | Josh Andersen and Brian L. Frazier

Committee Members | Diana Antova, Allen Biehle, Keri Bradford, Logan Franken, James Kinneavy, Tom Lawton, and Tedi Tehrani

Taxonomy

Vision

Who we aspire to be as an organization

Mission

Who we are and what we do

Guiding Principles

Values that inform our work and organization

Themes

High-level areas of perpetual focus

Goals

Areas with more specific focus and direction

Objectives

Areas of narrowed focus, with time-bound, tangible, and measurable results

Initiatives

Projects that are time-bound and tied to a metric — *in development*



VISION

We transform the student experience and empower student success through information and communication technology.

MISSION

We provide Student Affairs, and the broader UC Santa Barbara community with business-driven, secure, innovative, and technology-enabled solutions and services. We are solution-oriented professionals, lifelong learners, and collaborators who provide excellent customer service to help our partners achieve their goals and promote the University mission.

GUIDING PRINCIPLES

People

We seek diverse and inclusive perspectives. We perform as a team. We are committed to helping others.

Process

We pursue value and effectiveness in our work. We are disciplined in measuring and reporting our progress. We are flexible and adaptable.

Philosophy

We are an innovative, learning organization. We are committed to excellence. We do not define individual worth by organizational hierarchy.

THEMES

A Focus on Community

We are an engaged, talented, and inclusive organization that cultivates a student-centered service model; promotes effective communication and management practices; models personal and professional growth; and fosters a sustainable, forward-thinking culture.

Innovative Information & Communication Technology

We anticipate and adapt to the changing needs of our campus by leveraging modern and innovative services, solutions, and integrated systems that are reliable, available, serviceable, and secure (RASS). We endeavor to establish our University at the forefront of the technology curve.

Sustainable Planning & Collaboration

We partner with stakeholders to improve the IT ecosystem; streamline resource utilization; provide access to and promote the responsible use of data; and implement an appropriate funding model for SIS&T.

THEME #1

A Focus on Community

We are an engaged, talented, and inclusive organization that cultivates a student-centered service model; promotes effective communication and management practices; models personal and professional growth; and fosters a sustainable, forward-thinking culture.

GOAL #1

Enhance employee performance, engagement, and professional development

By June 30, 2020, SIS&T will ...

- Implement a proactive professional development and engagement program
- Develop consistent employment life-cycle management: Recruitment, integration, development, and departure
- Develop a learning outcomes-based, student-staffing program that provides professional and technical experience
- Identify appropriate staffing levels across SIS&T

GOAL #2

Establish effective communication practices

By June 30, 2020, SIS&T will ...

- Develop a set of primary communication tools whose expected usage is agreed upon and workflow is clear
- Implement a knowledge management program
- Develop SIS&T communication plans

GOAL #3

Enhance the user experience and promote technical competency

By June 30, 2020, SIS&T will ...

- Collect, analyze, and act on feedback from the campus community about the products and services we provide
- Implement integrated processes and tools that provide comprehensive visibility and tracking for service requests
- Develop and implement policies and guidelines that enable effective, secure, and reliable remote work
- Adopt a unified set of collaboration and communication tools that enhance end-user productivity
- Develop a client hardware and software life-cycle plan
- Implement comprehensive technology and data competency training and assessment for Student Affairs staff based on the ACPA/NASPA technology competencies

THEME #2

Innovative Information & Communication Technology

We anticipate and adapt to the changing needs of our campus by leveraging modern and innovative services, solutions, and integrated systems that are reliable, available, serviceable, and secure (RASS). We endeavor to establish our University at the forefront of the technology curve.

GOAL #1

Improve our infrastructure and technology to a more robust and resilient state

By June 30, 2020, SIS&T will ...

- Implement Business Continuity and Disaster Recovery capabilities that meet University needs
- Enhance our standard computing environment by incorporating cloud technology
- Implement a technology and infrastructure lifecycle program to manage risk and costs
- Enhance automation to monitor systems, resolve basic issues and report service disruptions

GOAL #2

Transform our information systems into an innovative, coherent, modular, and evolvable platform

By June 30, 2020, SIS&T will ...

- Implement common services that reduce

fragmentation, duplication, cost, and maintenance overhead

- Build and design information systems around SOA, Micro-services, and APIs
- Expand the use of cloud services to leverage readily available application capabilities
- Manage application and platform lifecycle to reduce risk and to increase the value to our customers
- Develop and design for mobile, wearables, and Internet of Things (IoT)
- Implement Gaucho Blue and GOLD Modernization Program

GOAL #3

Enhance the security of our infrastructure, information systems, and data

By June 30, 2020, SIS&T will ...

- Adopt defensible industry standards, policies, and best practices for security
- Improve the security architecture and infrastructure of our systems
- Implement security competency standards for SIS&T staff

THEME #3

Sustainable Planning & Collaboration

We partner with stakeholders to improve the IT ecosystem; streamline resource utilization; provide access to and promote the responsible use of data; and implement an appropriate funding model for SIS&T.

GOAL #1

Cultivate strategic campus partnerships

By June 30, 2020, SIS&T will ...

- Engage with campus partners to identify and execute opportunities for consolidation of common services
- Provide a portfolio of services to campus that focuses on our key competencies
- Develop an appropriate organizational funding model
- Meet partner and customer needs by completing commitments

GOAL #2

Optimize processes and structures for organizational effectiveness

By June 30, 2020, SIS&T will ...

- Implement and employ a unified project, portfolio and resource management program
- Implement an outcome-driven enterprise architecture program
- Institute a coordinated governance model with all SIS&T partners

- Increase customer and partner involvement in planning, development, and testing processes
- Implement a strategic planning program

GOAL #3

Provide access to and promote the responsible use of data

By June 30, 2020, SIS&T will ...

- Provide standardized business intelligence and predictive analytics solutions to enable actionable and effective data-informed decisions
- Provide standards-based access to data and services to improve business outcomes and information security

